

The Role of the CIO

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What Do I Know?

- Came up through the ranks
- Served in small, medium & large public sector organizations
- CIO in 3 jurisdictions
- Provide CIO Advisory & Consulting services/GMIS International alliance
- Professor for EMBA program @ UNLV
- Serve as CDG Senior Fellow

What's Going On?

- Position cuts across the entire organization
- 70% of CIO's from IT
- IT spending often largest indirect cost
- Average tenure = around 18 months
- Turn over rate = around 30%

Why is it Happening?

- New field with evolving role
- Skills gap exists
- Trying to be everything to everyone
- Poor/absent organizational decision making around IT
- Poor service delivery and staffing

New Field/Evolving Role

- Field originated in the 1950's
- CIO position on the radar in 1980's
- DP, MIS, IT – need we say more
- Aside from CEO, requires most knowledge of entire organization
- Techie or strategist or business guru

Skills Gap

- Techie

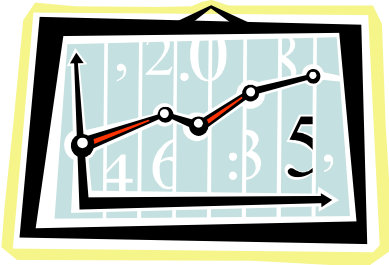
- Software applications
- IT Operations
- Business process understanding
- Project management
- Management of technical staff
- Vendor management
- IT architecture and standards

- CIO

- IT org design
- IT governance
- Business alignment
- Business strategy
- Standards & policies
- HR management
- Executive team participation
- Financial management & budgeting

Potential Roles

Salesperson



Mentor



Financial
Manager

Politician



Business Strategist



Cyber Cop

Records

Manager

Technologist



Public Servant

IT Governance

- Done unconsciously if at all
- Anarchy results
- Guess who is making million dollar/multi-year commitments?
- Demand management lacking

Poor delivery/staffing

- Not usually the problem
- Find good people with
 - Lack of direction
 - Poor leadership
 - Bad processes
 - Poor fit

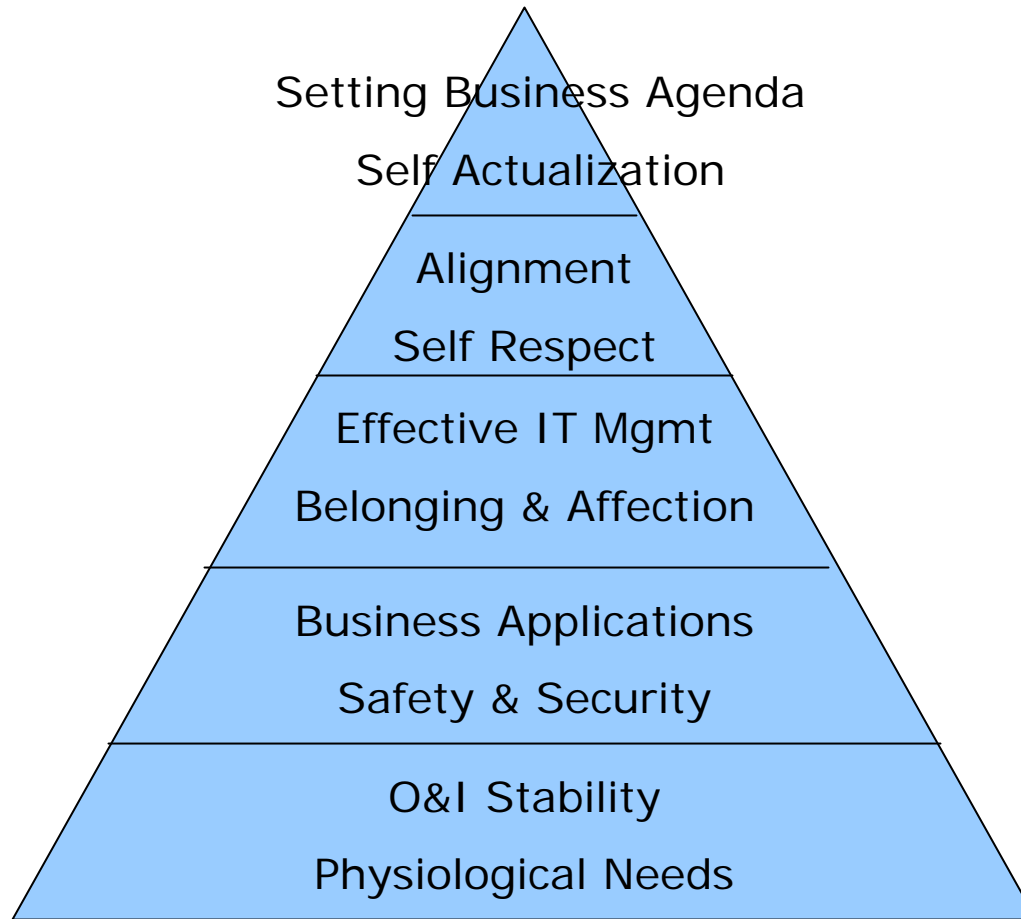


So what can a CIO do?

Find where you fit in

- Match cultures & styles
- Share ethical standards
- Understand how good IT should be

IT Hierarchy of Needs



Speak the same language

- Learn the language of business
- Share IT vocabulary
- Avoid “geek speak”

IT & business alignment

- Listen hard
- Walk in their shoes
- Follow the money (or press)

Gain control by giving it away

- Set up IT governance
- Press for ownership
- Don't assume every role

Manage expectations

- Determine what's on your list
- Gain agreement on what's important

It's who you know

- Cultivate relationships
- Organize a cheering section
- Hire for your weaknesses
- Network with your peers

It's what you know

- Develop management/leadership skills
- Bring in the prophets
- Deliver

Resources

- *CIO as Superhero?*, Massey, 2007.
www.govtech.com/pcio/articles/104748
- The Executives Guide to IT, 2nd Edition, Baschab & Piot, 2007.
- IT Governance: How Top Performers Manage IT Decision Rights for Superior Results, Weill & Ross, 2004.

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